



# National Park Service

*Experience Your America*

## National Park Service Employee Training & Development Annual Report for Fiscal Year 2003



NPS Fundamentals II Class  
at Grand Canyon National Park  
2003



NPS Fundamentals V Class at Harpers Ferry  
National Historical Park  
2003



NATIONAL PARK SERVICE EMPLOYEE TRAINING & DEVELOPMENT  
ANNUAL REPORT FOR FISCAL YEAR 2003

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## INTRODUCTION

The Fiscal Year 2003 Employee Training and Development (T&D) Annual Report from the National Park Service (NPS) marks the seventh year of reporting. This year, like last, has been one of successes and of transitions. In 2001, the T&D Community chose to reassess direction based on the 1995 Strategy. This reassessment continued to influence much of 2003 by guiding decisions and direction for the Training and Development organization.

The equivalent of 104% of the National Park Service permanent workforce participated in Servicewide Training and Development programs in FY 2003. This statistic is essentially the same as FY 2002, a decrease of only 1%.

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2003.

The strategy for providing all new employees with a solid foundation in NPS history and purpose through online and residential experiences came to fruition in FY 2003 through NPS Fundamentals. The need for this foundational experience has been identified for years by NPS leadership. Pilots for the program were completed and evaluated in 2003.

NPS Training and Development participated with other Department of Interior (DOI) Bureaus in the creation and refinement of the ***DOI Strategic Human Capital Management Plan (FY 2003-2007)***. This Plan defines “our roadmap to develop and use the skills and abilities of our workforce in more effective and productive ways. It [the plan] is a roadmap to ensuring we have the right people, in the right places, at the right time.” NPS Training and Development assisted with definitions, descriptions, and direction, and remains a key player in realization of the Plan.

NPS Training and Development continued to break new ground with the articulation of competencies for career fields. The use of competencies supports the Office of Personnel Management’s commitment to competency-based job descriptions throughout government.

*My Learning Manager* (MLM), an automated employee development planning and tracking program, was piloted and then taken NPS-wide. The creation of this management system responds to management and tracking needs expressed over the last decade. MLM allows each employee to explore and manage his or her career development. The program provides complete administration of development opportunities from clarity about career competencies, to course enrollment, evaluation, and data collection (through surveys). The system is still coming on line as more competencies are added and connected to the various career fields.

Past Annual Reports have included highlights from Career Fields and the Regions. This year those highlights are not shown based upon incomplete information. Statistics regarding the various career fields including regional information are shown, as in previous Annual Reports.



## OVERVIEW

**FY 2003 Outputs.** The Servicewide Training & Development (T&D) Program held 625 events generating 68,827 Servicewide Training Units (one Training Unit = one trainee x one day). Although these numbers are not as high as they were in FY 2002, they represent the second best output numbers in the last seven years for the Servicewide Training & Development Program. This level of output is outstanding, considering that the T&D Program went through major reorganization throughout this reporting period, and that several key Training Manager and other positions were vacant for the entire year.

Only one of the two Federal interagency training center reported its outputs this year—the Federal Law Enforcement Training Center (FLETC) in Georgia. Since the totals do not include the National Interagency Fire Center (NIFC) outputs, this year's numbers are undoubtedly underreported. Last year, NIFC contributions were about 1% of the total outputs for the Servicewide Training & Development program. But increased emphasis by the Department of the Interior and the National Park Service on Fire training in FY 2003 may indicate a larger underreporting than last year's 1%.

In FY 2003, 16,829 employees participated in the various Servicewide T&D programs. This level of participation effectively means that the Servicewide Training & Development Program involved the equivalent of 104% of the NPS permanent workforce (16,221 permanent employees) in its programs, essentially the same level as last year. (Source: *NPS Workforce Diversity Website*; Data as of September 30, 2003.)

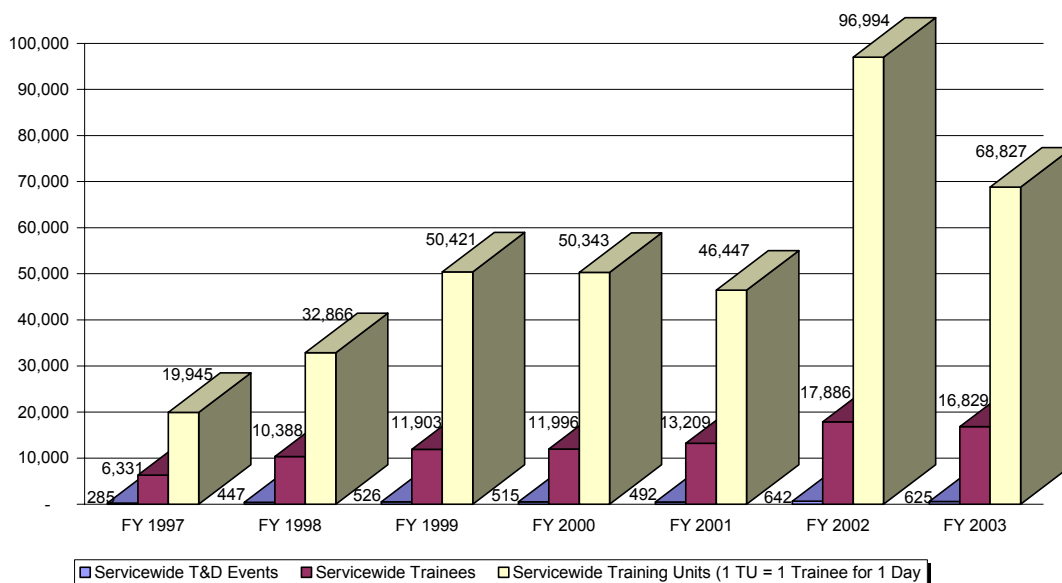
These significant outputs reflect the following trends:

- The Universal Competencies NPS Fundamentals Program began to reach its potential as it moved from an experimental to a functional curriculum. Over 600 NPS employees participated in NPS Fundamentals in FY 2003, a 138% increase over the previous year. These numbers are expected to double again when the program reaches full implementation in FY 2004. Training Units for Universal Competencies rose 176% in this reporting period.
- The use of TEL to deliver training across the Service also increased significantly. The number of TEL events numbered 104 for the year, an average of two telecasts per week, and the same number of events as the previous year. The number of TEL participants (4,610) shows a 41% increase and the number of Training Units (1,357) an 85% increase.
- The Risk Management Career Field showed marked increases over the last time it reported its outputs in FY 2001. Thirty-seven percent more employees participated in training this year than two years ago, and Risk Management Training Units skyrocketed nearly nine and a half times from two years ago.
- Interpretation outputs continued to rise through the delivery of its Interpretive Development Program. Nearly 3,200 interpreters, essentially

the entire NPS Interpretive Workforce, participated in the training, a 37% increase. Interpretation Training Units output rose 32%.

A comprehensive chart of the last seven years of outputs by the Servicewide Training & Development Program is found below (Figure 1: “Summary Chart—Servicewide Training & Development Outputs, FY 1997—FY 2003”).

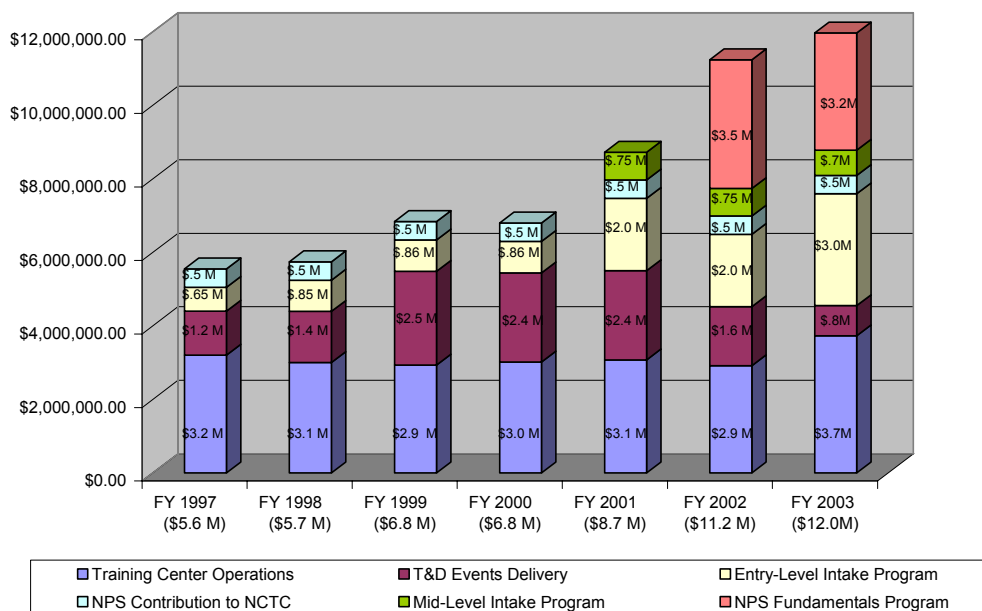
**Figure 1: Summary Chart--Servicewide Training & Development Outputs, FY 1997--FY 2003**





**Funding.** Servicewide Training & Development funding levels for FY 2003 (\$11.963 million) reflect one increase and one decrease in FY 2003. The overall funding level for FY 2003 reflects a 6% increase over FY 2002. (See Figure 2: “Funding Levels—Servicewide Training & Development Program, FY 1997—FY 2003.”)

**Figure 2: Funding Levels--Servicewide Training & Development Program, FY 1997-FY 2003**



The major increase in the FY 2003 T&D budget was a base increase of \$1.0 million in the NPS Entry-Level Intake Program. The major decrease in FY 2003 was a \$277,000 reduction in the ONPS budget for the Servicewide Training & Development Program.

Shifts within the ONPS budget for FY 2003 over FY 2002 show an \$800,000 increase in WASO and Training Center operations. Much of the increase for operations was a one-time expenditure for the new *My Learning Manager* program plus some reorganization costs associated with staff relocations.

An equivalent \$800,000 decrease in funds for the delivery of training offset the operations increase and resulted in a 50% reduction of funds available for these activities compared to FY 2002. Fortunately, many programs were able to receive supplemental funding from WASO Programs to make up some of the losses.

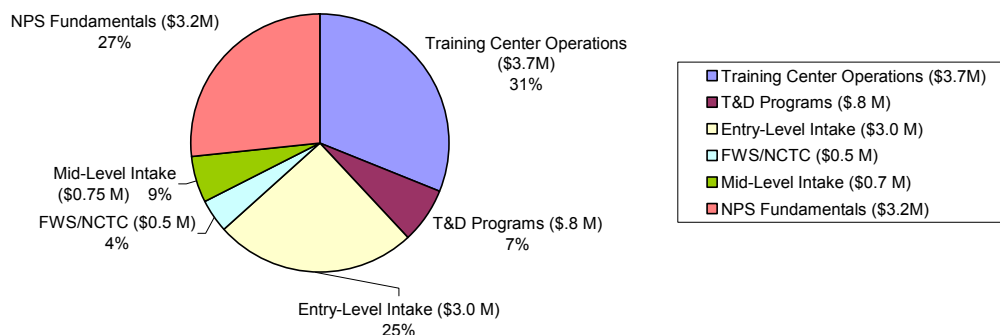
For the seventh year, the Servicewide Training & Development Program transferred \$500,000 to the U.S. Fish & Wildlife Service to help support the operation of the National Conservation Training Center in

**The  
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increased  
funding for the  
Entry-Level  
Intake Program**

Shepherdstown, West Virginia. This contribution assures minimum levels of involvement in NCTC functions by NPS employees. In FY 2003, 2,352 NPS employees participated in NCTC training events.

Funds for operating the Washington Office and Servicewide Training Centers increased 28% in FY 2003 to \$3.7 million. *Training* magazine reports that as a percentage of overall training budgets across the United States in 1998, salaries and facilities averaged 75% (Source: *Training*, October, 1998). For the NPS Servicewide T&D budget in FY 2003, salaries and facilities accounted for approximately 31% of the overall training budget, the same percentage as FY 2003 and well below the national average. (See Figure 3: “Servicewide Training & Development Funding, FY 2003.”)

**Figure 3: Servicewide Training & Development Funding, FY 2003**  
(Total = \$11.96 M)



The average cost of delivery for one Servicewide Training Unit (one NPS Training Unit = one trainee x one day) rose in FY 2003 to \$161 per training unit. This represents a 50% increase in cost per training unit over FY 2002. Costs per training unit have been calculated since FY 1999 and are as follows:

FY 1999	=	\$124/TU
FY 2000	=	\$125/TU
FY 2001	=	\$129/TU
FY 2002	=	\$107/TU
FY 2003	=	\$161/TU

Reasons for increased costs per Training Unit include one-time costs associated with the purchase and implementation of the *My Learning Manager* program

**The average cost of delivery of one Servicewide Training Unit in FY 2003 was \$161; costs were higher this year due to the implementation of *My Learning Manager*.**

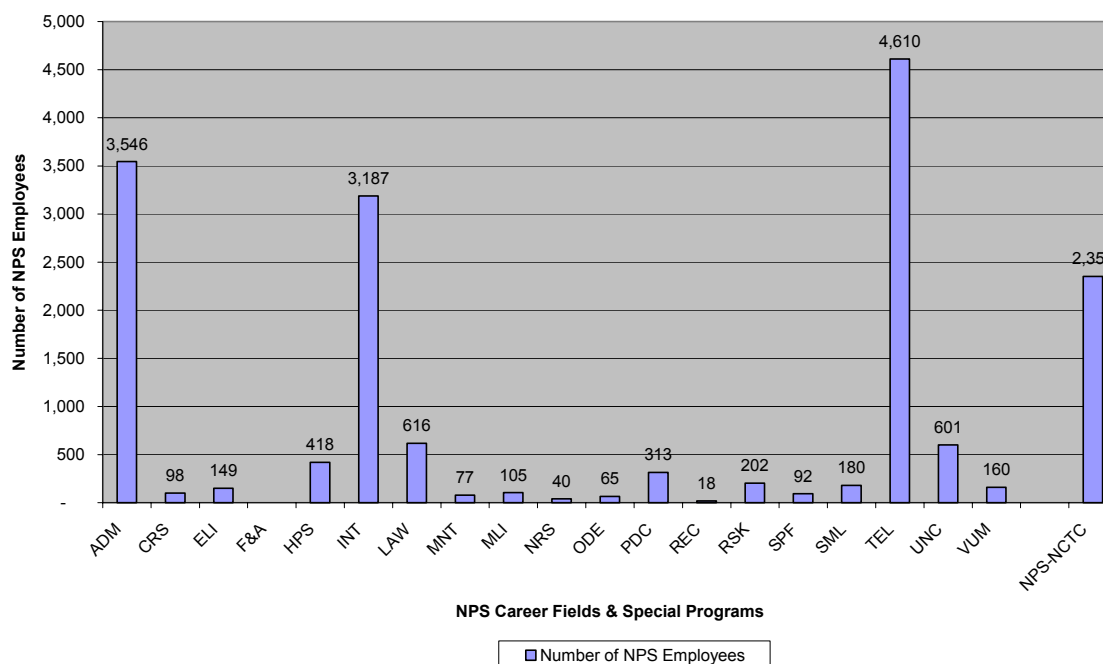
and relocation costs caused by the reorganization of training. These average costs are based on the overall Servicewide T&D budget minus specially funded career fields/programs including Entry-Level and Mid-Level Intake Programs, Law Enforcement & Resource Protection, and Fire & Aviation.

**Trends and Shifts.** Specific trends and shifts in FY 2003 include:

- Significant increases of involvement over last year by NPS employees in the following NPS Career Fields and Special Programs: Law Enforcement & Resource Protection (+36%); Interpretation, Education, & Cooperating Associations (+37%); Risk Management (+37%); and Universal Competencies (+138%). These increases were largely due to completion of new courses of study; use of Internet and Intranet-based training programs; and use of training teams to deliver training at regional and park levels. (See Figure 4: “Number of Employees Participating in Servicewide Training & Development Programs by Specific Career Fields & Special Programs—FY 2003.”)

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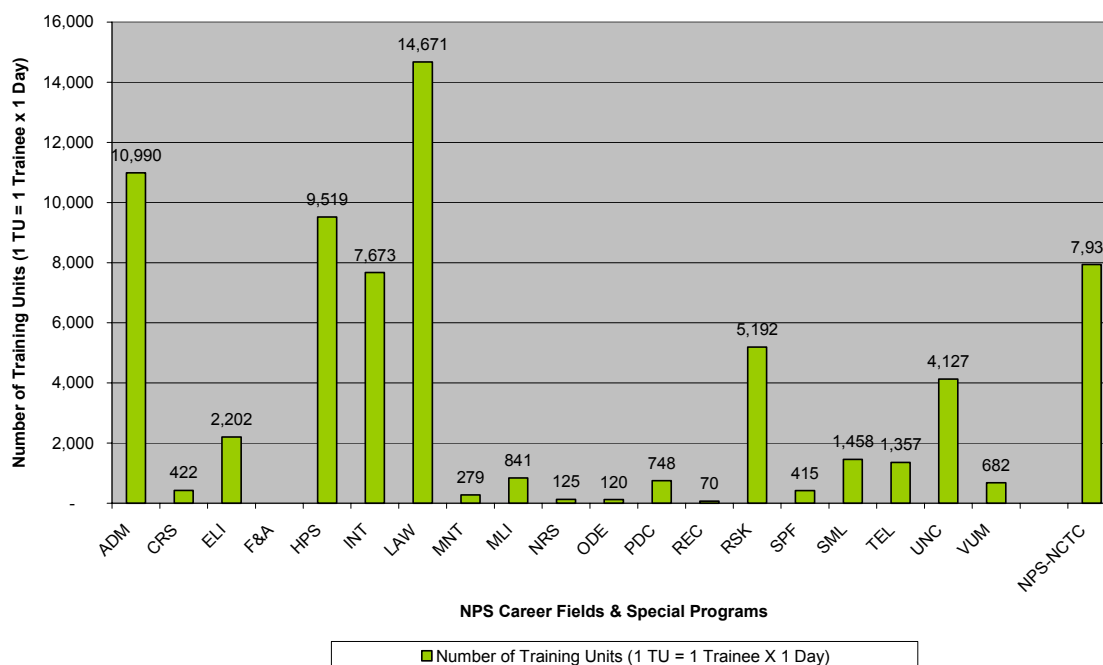
**Figure 4: Number of Employees Participating in Servicewide Training & Development Programs by Specific Career Fields & Special Programs (FY 2003)**



Significant increases over last year in the generation of NPS Training Units by the following NPS Career Fields and Special Programs: Law Enforcement & Resource Protection (+17%); Interpretation, Education, & Cooperating Associations (+32%); Risk

Management (+943%); Technology Enhanced Learning (TEL) (+85%); and Universal Competencies (+176%) . (See Figure 5, “Training Units Generated by Specific Servicewide NPS Career Fields & Special Programs—FY 2003.”) (Also see Appendix C: Individual Career Field & Special Program Outputs, FY 1997—FY 2003.)

Figure 5: Training Units Generated by Specific Servicewide NPS Career Fields & Special Programs, (FY 2003)

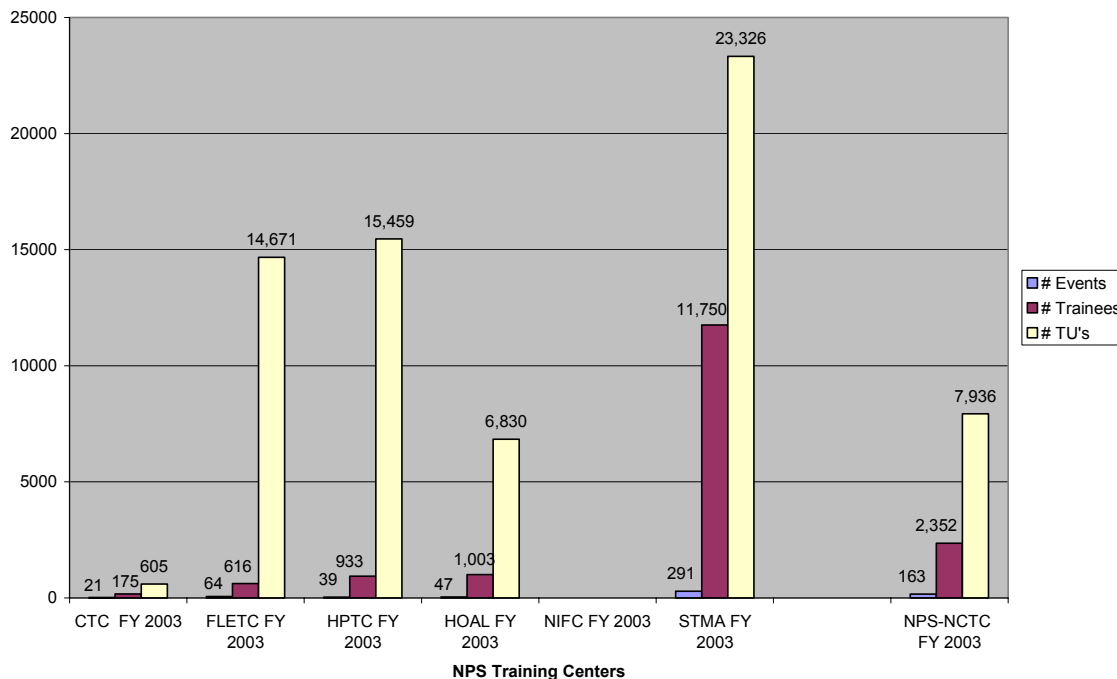


- Outputs by other reporting Career Fields and Special Programs reflected normal year-to-year fluctuations, although significant decreases occurred for three Career Fields that did not have full-time Training Managers during the reorganization of T&D and/or had severe budget cuts: Administration & Office Support; Cultural Resources Stewardship; and Natural Resources Stewardship.
- This concluded the second year of the first Mid-Level Intake Program. It held a total of seven different events generating over eight hundred NPS Training Units for participants in the program.
- Servicewide Training Center outputs showed normal fluctuations in FY 2003. (See Figure 6, “NPS Training Center Outputs—FY 2003.”) Reports of training center outputs are based on the former Training & Development organization—next fiscal year will show dramatic shifts in training center outputs based on all the changes that officially began in FY 2004. Since no report was received from the National Interagency Fire Center regarding their training of NPS employees, all totals for this fiscal year are somewhat underreported.

During FY 1999-2003, the Servicewide Training & Development Program generated a yearly average of nearly 62,600 Training Units. In FY 2003, it generated 68,827 Training Units.

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**Figure 6: NPS Training Center Outputs, FY 2003**



- Regions & Service Centers.** Three of seven NPS Regions—Intermountain, National Capital, and Southeast—and the Denver Service Center generated training output reports in FY 2003. Of those reporting, impressive outputs were accomplished. Since inconsistency exists among the reporting methods used by the Regions and Service Centers, it is not possible to generate a complete picture. (See Appendix D: “Regional and Service Center Outputs, FY 1999-FY 2003.”)

**Regional & Service Center Summary for FY 2003:**

**IMR = 7 Events for 129 Employees**  
**NCR = 359 Events for 3,868 Employees**  
**SER = 479 Events for 3,187 Employees**

**DSC = 149 Events for 615 Employees**

- National Conservation Training Center (NCTC).** Use of the National Conservation Training Center by National Park Service employees continues to increase each year. During the sixth full year of NCTC’s operation, the facility was used by 2,352 NPS employees in FY 2003. The growth in NPS use of the NCTC facilities continues in the following areas: (1) use of NCTC to conduct NPS Servicewide T&D events; (2) use of NCTC by various NPS groups for meetings; (3) attendance at NCTC training events by NPS personnel; and (4) participation of NPS employees in interagency training. Many NPS TEL events also originate at NCTC from its television studios.

**The National Conservation Training Center was used by 2,352 National Park Service employees in FY 2003 during 163 training events.**

- **Crystal Owl Awards.** The Crystal Owl Award for Training and Developmental Excellence recognition program for outstanding contributions to the NPS Training & Development Program honored two individuals and one team in FY 2003. (See Appendix B for a description of the program and this year's honor role of recipients.)

**The *Crystal Owl Award for Training and Development Excellence Program* recognized two individuals, and one team in FY 2003 for their outstanding contributions to the National Park Service Training & Development Program.**

- **Interpretive Development Program.** Over the past eight years, the Interpretation Training Team has worked with the WASO Division of Interpretation to form a body of work that is unique in the Service. The Interpretation Development Program has achieved the following:
  - Created ten Interpretation Benchmark Competencies for field interpreters based upon the Ranger Careers position description.
  - Created a philosophical foundation that supports all ten competencies and links them together.
  - Created a Servicewide curriculum in modular form that can be taught in a variety of ways—at training centers, Regions, parks, universities, and TEL.
  - Created an active peer review assessment program that fairly determines when an interpreter has mastered one of the competencies; performance standards have been defined against which interpretive employees are measured; this is one of the few Level 3 Evaluation programs that exists in the Service. No other training program currently has this type of rigor built into its training.
  - In FY 2003, 496 Interpretive Assessments were submitted to the Interpretive Development Program for review; the vacant Interpretation position is the one that will manage this program when the Term position expires; in the last five years, over 3,500 assessments have been completed.
  - In FY 2003, nearly 3,200 NPS and partner interpreters participated in 142 training events, generating 7,673 Training Units. It did this with less than \$100,000 T&D funds and a staff of two professional and one administrative employee. In comparison, the FY 2003 NPS Fundamentals Program trained 601 employees in 27 events, generating 4,127 Training Units with a budget of \$3.5 million and a staff of seven professionals and two administrators. Only the NPS TEL Program reached more employees than Interpretation.
  - The Interpretive Development Program is one of the finest examples of close cooperation between a WASO Program Office and a Training Program. Over 25 years of close cooperation and communication between

the Mather Training Center and the WASO Division of Interpretation have made this possible.

- The NPS Interpretive Development Program has had impact far beyond the NPS and is the basis for professional development in other Federal agencies, the National Association for Interpretation, and at Stephen F. Austin University which has created a Master's Degree based upon the ten benchmark competencies.

**In FY 2003, 498 interpretive products were submitted to the Interpretive Competency Assessment Program for peer review. Since its inception in FY 1996, the Interpretive Development Program has performed over 3,500 competency assessments.**





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**APPENDIX A:**  
**NPS CAREER FIELDS & SPECIAL PROGRAM ABBREVIATIONS**

**Table 1: NPS Career Fields and Special Program Abbreviations**

Abbreviation	NPS Career Fields and Special Programs
ADM	Administration & Office Management Support
CRS	Cultural Resources Stewardship
ELI	Entry-Level Intake Program
F&A	Fire & Aviation Management
HPS	Historic Preservation Skills & Crafts
INT	Interpretation, Education, & Cooperating Associations
LAW	Law Enforcement & Resource Protection
MNT	Maintenance
MLI	Mid-Level Intake Program
NRS	Natural Resources Stewardship
ODE	Organizational Development
PDC	Planning, Design, & Construction
R&C	Recreation & Conservation Programs
RSK	Risk Management (Occupational Health & Safety)
SPF	Specialty Fields (Includes Concession Management, International Affairs, Land Acquisition, Legislative Affairs, Public Affairs)
SML	Supervision, Management, & Leadership
TEL	Technology Enhanced Learning
UNC	Universal Competencies
VUM	Visitor Use Management
NPS-NCTC	National Park Service—National Conservation Training Center Interagency Programs

**Table 2: NPS Training Center Abbreviations**

Abbreviation	NPS Regions and Service Centers
CATC	Capital Training Center
HPTC	Historic Preservation Training Center
HOAL	Horace M. Albright Training Center
FLETC	NPS-Federal Law Enforcement Training Center
NIFC	National Interagency Fire Center
STMA	Stephen T. Mather Training Center
NPS-NCTC	NPS-National Conservation Training Center

**Table 3: NPS Regions and Service Center Abbreviations**

Abbreviation	NPS Regions and Service Centers
AR	Alaska Region
IMR	Intermountain Region
MWR	Midwest Region
NCR	National Capital Region
NER	Northeast Region
PWR	Pacific West Region
SER	Southeast Region
DSC	Denver Service Center
HFC	Harpers Ferry Center



**APPENDIX B:**

**THE CRYSTAL OWL AWARDS for TRAINING & DEVELOPMENT  
EXCELLENCE—FY 2003**

**The Servicewide Training & Development Program, National Park Service**

The Crystal Owl Awards for Training & Development Excellence recognized outstanding contributions to the National Park Service Training & Development Program in FY 2003.

Two individuals received the Crystal Owl Award in FY 2003. Each made a long-term contribution that made a positive impact in the training and development of employees across the National Park Service or completed a key project that clearly impacted the training and development of Service employees in a major, positive manner.

Crystal Owl  
Award



Training & Development Excellence

Crystal Owl  
Team Award



One team of employees received the Crystal Owl Team Award in FY 2003. The team completed and implemented a key project that clearly impacted the training and development of National Park Service employees in a major, positive manner. Each member of the team made a significant contribution.

A new category—the Crystal Owl Partnership Award—was established in FY 2001. No Partnership Awards was given this fiscal year. Like the team award, a partner must work with the Service to complete and implement a key project that clearly impacts the training and development of NPS employees in a major, positive manner.

Crystal Owl Partnership Award



Training & Development Excellence  
National Park Service

A premium crystal blank from the Fenton Glass Company in Williamstown, West Virginia, depicting the individual owl or team of owls were presented to each person. Owls were chosen to symbolize these awards due to their association with wisdom.

A Crystal Owl Awards Honor Role is maintained on the National Park Service Learning Place Website. Information about the nomination process is also posted there. The Servicewide Training & Development Community is truly grateful to the individuals and teams for the work they performed to receive these awards. The Crystal Owl Honor Awards Honor Roll for FY 2003 follows.

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## CRYSTAL OWL AWARDS HONOR ROLL—FY 2003

Date	Recipient	Award Type	Location
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Nov, 2002	Anthony M. Knapp	Individual	Stephen T. Mather Training Center
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*"I would like to nominate Anthony (Tony) M. Knapp, Servicewide Training Manager for Cultural Resources stewardship, for an Individual Crystal Owl Award. In 1999, in Partnership with George Mason University, Tony's effort to develop, distribute, and correlate critical baseline data through a Training Needs Assessment for all Cultural Resource disciplines was exhaustive and thorough. A total of 1,137 employees responded with a response rate of 72%. This was a Herculean effort, having far-reaching and beneficial impacts on so many disciplines. As a result of this Needs Assessment Tony identified that Facility Managers/Chiefs of Maintenance had the highest Servicewide needs for CRM training of any Cultural Resources discipline. Through Tony's efforts it was now recognized that there had existed a critical vacuum in Cultural Resources training for Facility Managers for many years, managers who were charged with the day-to-day decision-affecting the treatment and management of Cultural Resources Servicewide. In FY 2000, Tony initiated the groundwork for the development and delivery of a competency-based Cultural Resources Management training program critical to Facility Managers/Chiefs of Maintenance. His vision was a program which would provide the foundation, knowledge, and skills crucial to the competent management of Cultural Resources through preservation, treatment, maintenance work, and contracts. In August 2001, Tony assembled a Servicewide group to develop this training program. His accomplishments as detailed above, and his unspoken dedication and commitment throughout his career, has planted the seed for this groundwork to grow. Tony's accomplishments will be measured much like a stone thrown into a pond, for both its immediate impact within the Cultural Resources field, and for the rippling effect touching upon so many generations of Superintendents and Cultural Resource Managers.*

Feb, 2003	CHARLES "CORKY" MAYO	Individual	WASO Div of Interpretation
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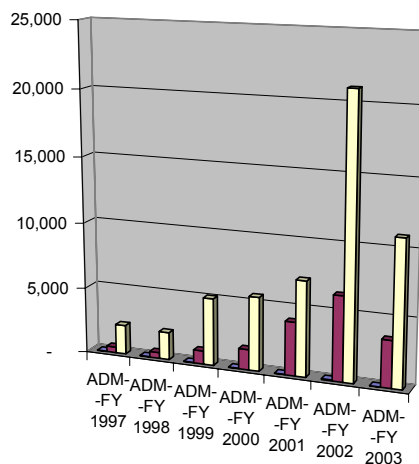
*"Charles "Corky" Mayo is richly deserving of an individual Crystal Owl Award as one of the founders and a continuing force behind the National Park Service's Interpretive Development Program (IDP). Corky has influenced employee development as a field interpreter, division chief, regional chief, and since 1992 as the Program Manager for Interpretation and Education in the Washington Office. One of his most significant contributions has been through his long-time partnership with the Servicewide Training and Development Program. In 1993 Corky held a meeting of interpretive leaders from around the country that called for a revision of the existing Interpretive Skills Program. Together with Stephen T. Mather Training Center, Corky sponsored a workgroup to examine the existing training program and encouraged the group to think broadly and consider new ways to improve training and the profession. As a result, this 1994 workgroup re-engineered interpretive training and embraced interpretive competencies, a new curriculum, and a pioneering peer-review certification program. Corky insisted the curriculum contain a clear articulation of why interpretation is valuable and how it directly supports the mission of the National Park Service. Hundreds of interpreters are improving their skills largely due to his championship of the efforts of Training and Development. For this, Charles Mayo is a fitting and worthy recipient of an individual Crystal Owl Award."*

Apr, 2003	Margaret Garvin Dave Linderman Marcia Schramm Peggy Woodward Sue Zurybida	Team	Everglades National Park National Capital Regio Harpers Ferry Center Stephen T. Mather Training Center Northeast Region
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*"This nomination is for the Administrative Fundamentals Instructor Team that has provided outstanding training for administrative personnel. This instructor team has delivered five offerings of the course, "Fundamental Principles of Administration" in the last three years. The instructor team met for an initial week of training in August 2000. They developed the course objectives, content and method of delivery. They conducted seventeen sessions in each course covering entry and developmental competencies for GS-5/6/7 Administrative Clerks and Technicians in the areas of Budget and Formulation, Staffing, Travel, Acquisition, Property Management, Pay Administration, Cash Management, AFSII & AFSIII, FFS, Employee Benefits, Employee Relations, Housing, with optional evening sessions for hands-on computer training. Each individual instructed several sessions and fully participated as a team. At the end of each course they used the participant evaluations to restructure or fine tune the sessions to meet the participant's needs and expectations for the next presentation. During this period, this group conducted training for over 120 administrative employees Servicewide. The evaluations for each of these courses consistently were outstanding with many comments from participants that this was the best training they had ever received. Their knowledge, dedication, energy, and commitment have shown through in each course they have conducted. I strongly recommend they be awarded the Crystal Owl Team Award for their outstanding efforts in supporting training for administrative personnel."*

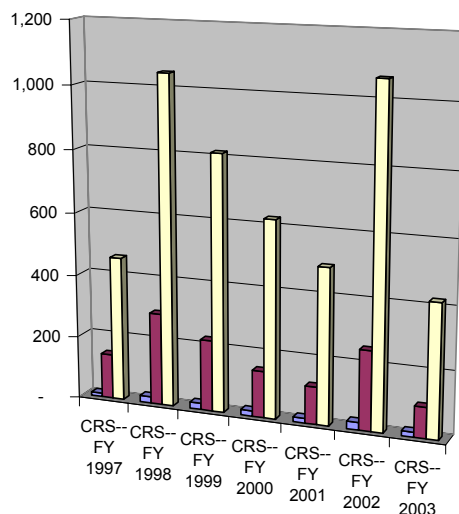
**APPENDIX C:**  
**Individual Career Field & Special Program Outputs,**  
**FY 1997-FY 2003**

**Chart 1: Administration & Office Management Support (ADM) Career Field Statistics  
FY 1997-FY 2003**



	ADM--FY 1997	ADM--FY 1998	ADM--FY 1999	ADM--FY 2000	ADM--FY 2001	ADM--FY 2002	ADM--FY 2003
# Events	17	22	27	28	28	70	10
# Trainees	427	447	1,013	1,549	4,037	6,392	3,546
# Training Units	2,229	2,084	5,088	5,585	7,187	21,071	10,990

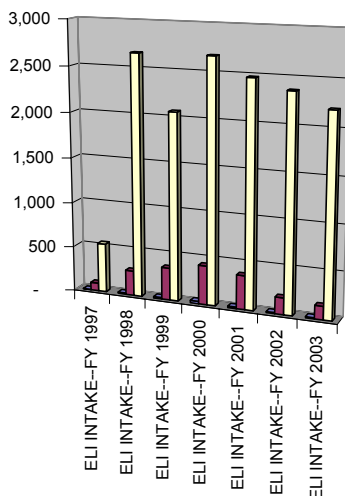
**Chart 2: Cultural Resources Stewardship (CRS) Career Field Statistics  
FY 1997-FY 2003**



	CRS--FY 1997	CRS--FY 1998	CRS--FY 1999	CRS--FY 2000	CRS--FY 2001	CRS--FY 2002	CRS--FY 2003
# Events	11	20	20	17	15	24	16
# Trainees	143	294	227	148	119	253	98
# Training Units	461	1,048	815	626	495	1,065	422

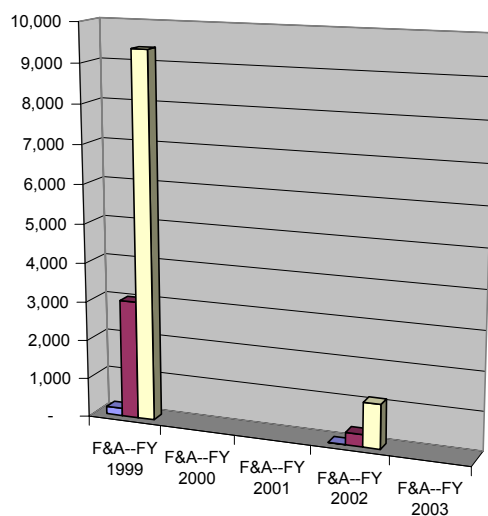
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**Chart 3: Entry-Level Intake (ELI) Program Statistics  
FY 1997-FY 2003**



	ELI INTAKE--FY 1997	ELI INTAKE--FY 1998	ELI INTAKE--FY 1999	ELI INTAKE--FY 2000	ELI INTAKE--FY 2001	ELI INTAKE--FY 2002	ELI INTAKE--FY 2003
# Events	3	13	15	26	18	13	13
# Trainees	86	276	358	433	376	186	149
# Training Units	546	2,666	2,071	2,677	2,477	2,367	2,202

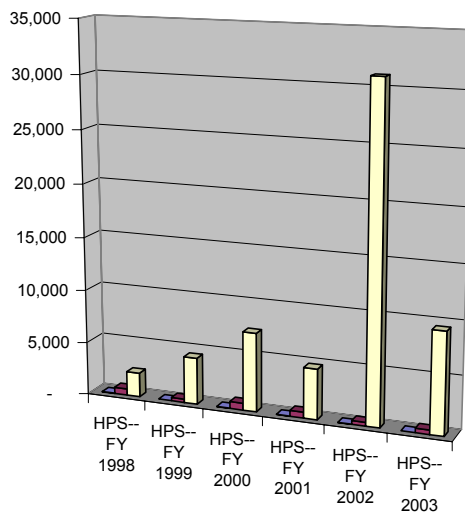
**Chart 4: Fire & Aviation (F&A) Career Field Statistics  
FY 1999-FY 2002**



	F&A--FY 1999	F&A--FY 2000	F&A--FY 2001	F&A--FY 2002	F&A--FY 2003
# Events	191			4	
# Trainees	3,031			318	
# Training Units	9,365			1,134	

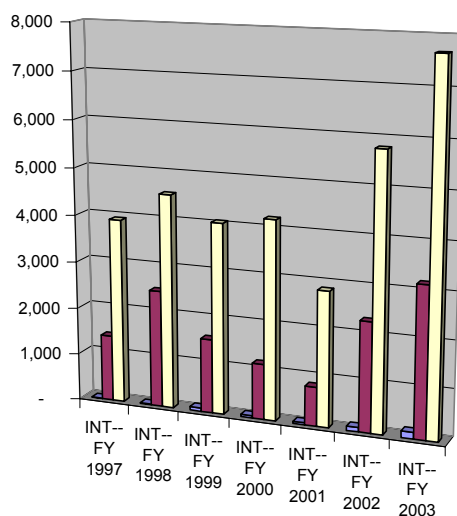
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**Chart 5: Historic Preservation Skills (HPS) Career Field Statistics  
FY 1998-FY 2003**



	HPS--FY 1998	HPS--FY 1999	HPS--FY 2000	HPS--FY 2001	HPS--FY 2002	HPS--FY 2003
# Events	9	19	34	26	21	17
# Trainees	594	319	663	561	358	418
# Training Units	2,277	4,398	7,410	4,744	31,065	9,519

**Chart 6: Interpretation, Education, & Cooperating Associations (INT) Career Field Statistics  
FY 1997-FY 2003**

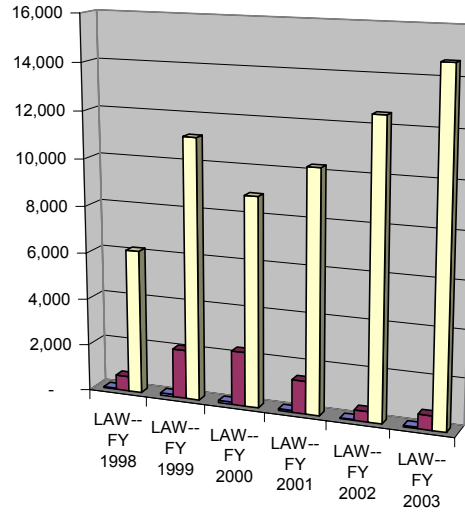


	INT--FY 1997	INT--FY 1998	INT--FY 1999	INT--FY 2000	INT--FY 2001	INT--FY 2002	INT--FY 2003
# Events	3	13	72	48	46	95	142
# Trainees	1,407	2,495	1,579	1,180	830	2,321	3,187
# Training Units	3,930	4,551	4,053	4,218	2,861	5,792	7,673

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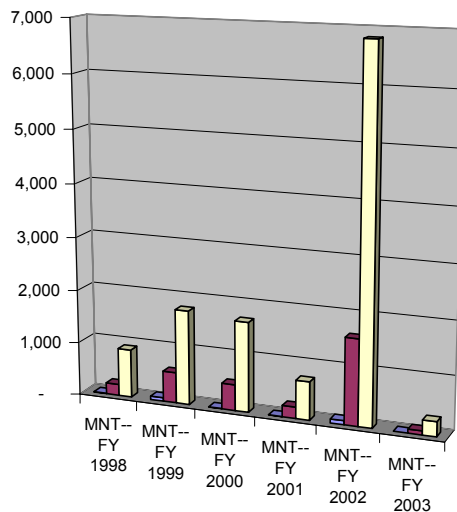
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**Chart 7: Law Enforcement & Resource Protection (LAW) Career Field Statistics  
FY 1998-FY 2003**



	LAW--FY 1998	LAW--FY 1999	LAW--FY 2000	LAW--FY 2001	LAW--FY 2002	LAW--FY 2003
# Events	45	101	98	77	38	64
# Trainees	633	2,100	2,316	1,398	452	616
# Training Units	6,169	11,141	8,915	10,277	12,529	14,671

**Chart 8: Maintenance (MNT) Career Field Statistics  
FY 1998-FY 2003**



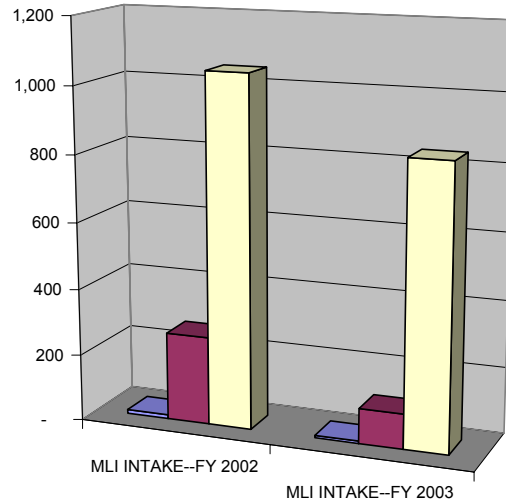
	MNT--FY 1998	MNT--FY 1999	MNT--FY 2000	MNT--FY 2001	MNT--FY 2002	MNT--FY 2003
# Events	8	65	6	3	78	3
# Trainees	212	578	489	213	1,611	77
# Training Units	906	1,774	1,688	717	6,830	279



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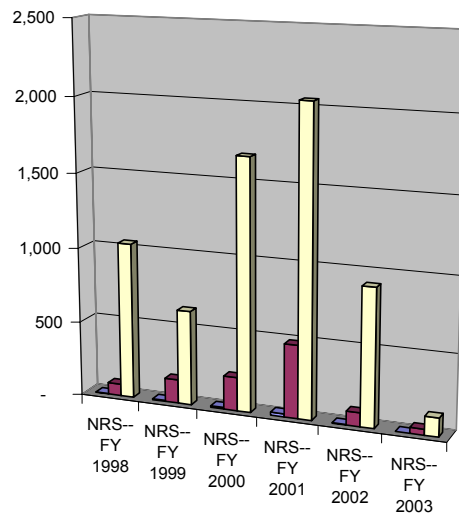
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**Chart 9: Mid-Level Intake (MLI) Program Statistics  
FY 2002-FY 2003**



	MLI INTAKE--FY 2002	MLI INTAKE--FY 2003
Series1	11	7
Series2	265	105
Series3	1,049	841

**Chart 10: Natural Resources Stewardship (NRS) Career Field Statistics  
FY 1998-FY 2003**

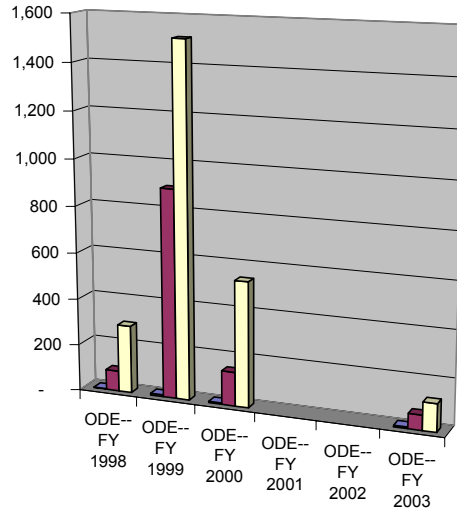


	NRS--FY 1998	NRS--FY 1999	NRS--FY 2000	NRS--FY 2001	NRS--FY 2002	NRS--FY 2003
# Events	3	7	11	21	4	1
# Trainees	79	160	225	489	93	40
# Training Units	1,043	633	1,676	2,048	918	125

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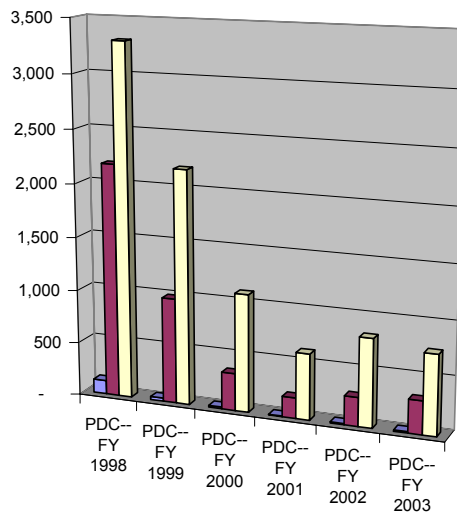
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**Chart 11: Organization Development (ODE) Career Field Statistics  
FY 1998-FY 2003**



	ODE--FY 1998	ODE--FY 1999	ODE--FY 2000	ODE--FY 2001	ODE--FY 2002	ODE--FY 2003
# Events	3	8	6			7
# Trainees	88	897	146			65
# Training Units	292	1,512	538			120

**Chart 12: Planning, Design, & Construction (PDC) Career Field Statistics  
FY 1998-FY 2003**

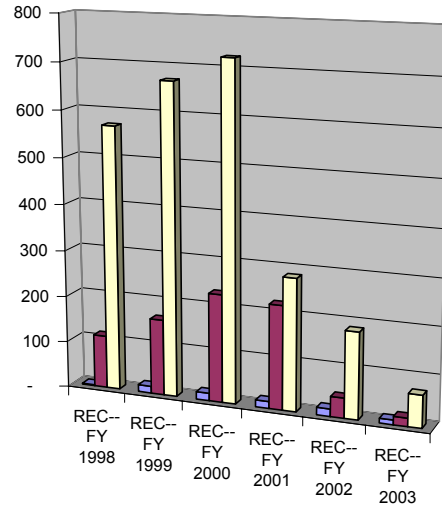


	PDC--FY 1998	PDC--FY 1999	PDC--FY 2000	PDC--FY 2001	PDC--FY 2002	PDC--FY 2003
# Events	128	29	17	7	11	13
# Trainees	2,187	987	350	192	270	313
# Training Units	3,303	2,187	1,099	616	824	748

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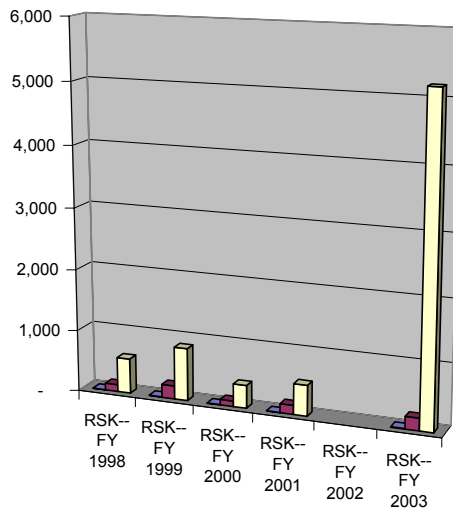
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**Chart 13: Recreation & Conservation (REC) Career Field Statistics  
FY 1998-FY 2003**



	REC--FY 1998	REC--FY 1999	REC--FY 2000	REC--FY 2001	REC--FY 2002	REC--FY 2003
# Events	2	15	16	15	16	10
# Trainees	114	164	233	224	43	18
# Training Units	570	670	723	284	186	70

**Chart 14: Risk Management (RSK) Career Field Statistics  
FY 1998-FY 2003**

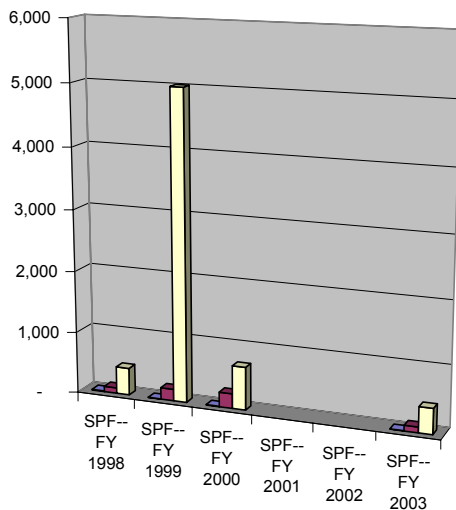


	RSK--FY 1998	RSK--FY 1999	RSK--FY 2000	RSK--FY 2001	RSK--FY 2002	RSK--FY 2003
# Events	4	7	3	4		9
# Trainees	114	214	90	147		202
# Training Units	570	856	372	498		5,192

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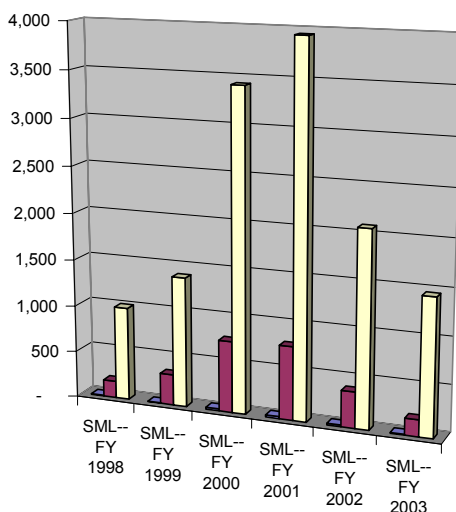
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**Chart 15: Speciality Fields (SPF) Career Field Statistics  
FY 1998-FY 2003**



	SPF--FY 1998	SPF--FY 1999	SPF--FY 2000	SPF--FY 2001	SPF--FY 2002	SPF--FY 2003
# Events	11	3	6			4
# Trainees	90	189	240			92
# Training Units	444	5,005	696			415

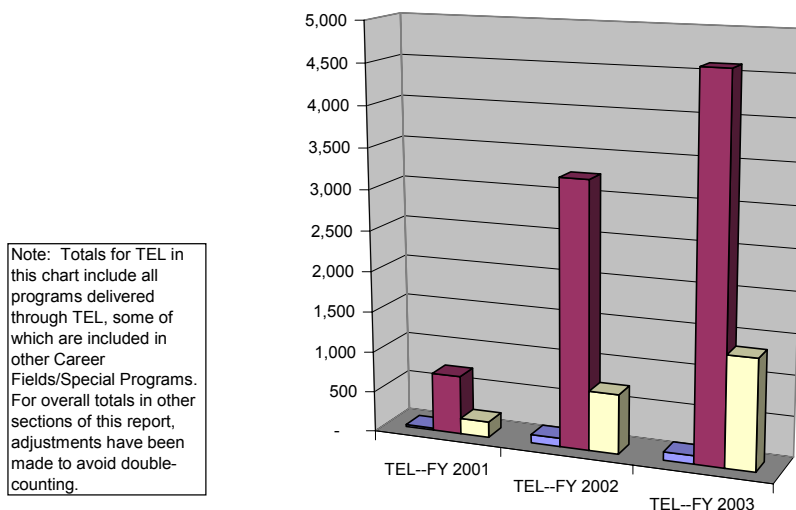
**Chart 16: Supervision, Management, & Leadership (SML) Program Statistics  
FY 1998-FY 2003**



	SML--FY 1998	SML--FY 1999	SML--FY 2000	SML--FY 2001	SML--FY 2002	SML--FY 2003
# Events	7	5	22	24	19	9
# Trainees	180	330	767	787	389	180
# Training Units	1,001	1,393	3,422	3,939	2,083	1,458

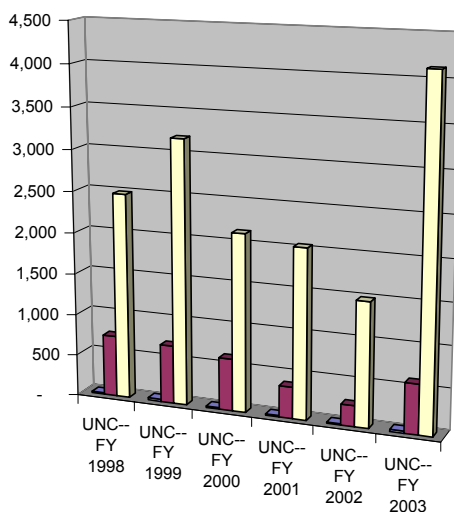
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**Chart 17: Technology Enhanced Learning (TEL) Program Statistics  
FY 2001-FY 2003**



	TEL--FY 2001	TEL--FY 2002	TEL--FY 2003
# Events	24	104	104
# Trainees	723	3,258	4,610
# Training Units	194	732	1,357

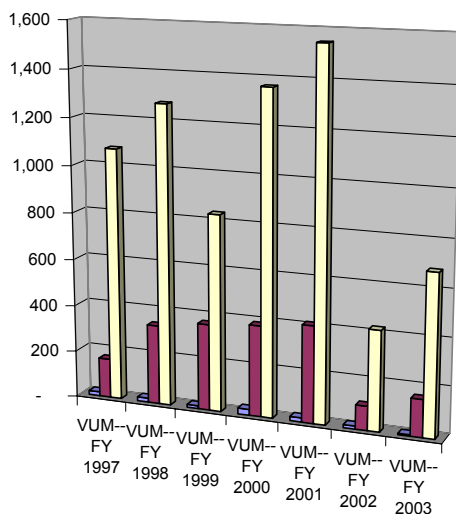
**Chart 18: Universal Competencies (UNC) Program Statistics  
FY 1998-FY 2003**



	UNC--FY 1998	UNC--FY 1999	UNC--FY 2000	UNC--FY 2001	UNC--FY 2002	UNC--FY 2003
# Events	16	28	18	17	14	27
# Trainees	742	705	631	381	252	601
# Training Units	2,486	3,192	2,143	2,044	1,494	4,127

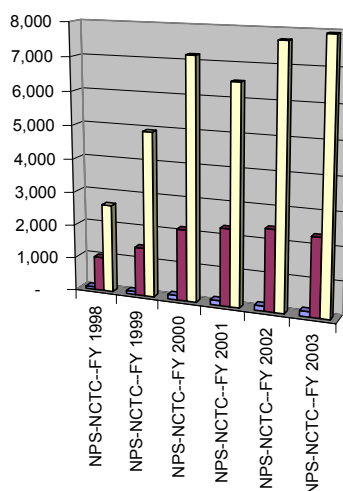
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**Chart 19: Visitor Use Management (VUM) Career Field Statistics  
FY 1997-FY 2003**



	VUM-FY 1997	VUM-FY 1998	VUM-FY 1999	VUM-FY 2000	VUM-FY 2001	VUM-FY 2002	VUM-FY 2003
# Events	17	17	12	25	18	13	6
# Trainees	168	339	369	388	413	103	160
# Training Units	1,075	1,274	836	1,365	1,547	424	682

**Chart 20: National Park Service-National Conservation Training Center (NPS-NCTC)  
Partnership Program Statistics  
FY 1998-FY 2003**



	NPS-NCTC-FY 1998	NPS-NCTC-FY 1999	NPS-NCTC-FY 2000	NPS-NCTC-FY 2001	NPS-NCTC-FY 2002	NPS-NCTC-FY 2003
# Events	72	91	134	145	154	163
# Trainees	1,018	1,456	2,148	2,319	2,442	2,352
# Training Units	2,646	4,935	7,190	6,519	7,711	7,936

**APPENDIX D:**  
**REGIONAL & SERVICE CENTER OUTPUTS**  
**FY 1999-FY 2003**

	EVENTS			TRAINEES			TRAINING UNITS		
	Parks	Regional Office or Service Center	Combined Parks & Reg'l Office	Parks	Regional Office or Service Center	Combined Parks & Reg'l Office	Parks	Regional Office or Service Center	Combined Parks & Reg'l Office
AR—FY 1999		18		359				1,033	
AR—FY 2000									
AR—FY 2001									
AR—FY 2002									
AR—FY 2003									
IMR—FY 1999	331	40	371	7,665	743	8,408	20,170	2,098	22,268
IMR—FY 2000	689	46	735	10,151	737	10,888	20,811	1,940	22,751
IMR—FY 2001	571	18	589	7,252	559	7,811	10,469	2,285	12,754
IMR—FY 2002	343			5,004			9,582		
IMR—RY 2003		7		124			360		
MWR—FY 1999									
MWR—FY 2000									
MWR—FY 2001									
MWR—FY 2002			267			3,011			9,702
MWR—RY 2003									
NCR—FY 1999			120			4,522			7,906
NCR—FY 2000			582			4,731			8,381
NCR—FY 2001			361			5,272			11,493
NCR—FY 2002			568			4,864			9,172
NCR—FY 2003			359			3,868			8,777
NER—FY 1999		30			841			1,819	
NER—FY 2000		46			1,175			3,169	
NER—FY 2001		68			1,127			3,573	
NER—FY 2002			43			876			2,690
NER—FY 2003									
PWR—FY 1999		67			1,696			5,282	
PWR—FY 2000									
PWR—FY 2001									
PWR—FY 2002									
PWR—FY 2003									

	EVENTS			TRAINEES		TRAINING UNITS		
SER—FY 1999			47		1,024			2,474
SER—FY 2000			171		2,092			4,429
SER—FY 2001			379		2,849			11,319
SER—FY 2002			249		2,097			5,641
SER—FY 2003			479		3,187			8,186
DSC—FY 1999		24			972		1,581	
DSC—FY 2000		92			1,114		2,011	
DSC—FY 2001								
DSC—FY 2002		149			615		1,228	
DSC—FY 2003		12			380		648	
HFC—FY 1999		87			293		1,023	
HFC—FY 2000		69			849		1,955	
HFC—FY 2001								
HFC—FY 2002		73			494		1,110	
HFC—FY 2003								

Note: Some Regions report both Regional and Park T&D outputs, while others report only Regional activities. Also, some Regions combine the Regional and Park outputs while others separate them. This chart reflects the various ways the information is reported.



**APPENDIX E:**

**CAREER FIELD & SPECIAL PROGRAM SUMMARIES, FY 2003**